



Internship report
On

**“Changes of Human Resource Practice between
Warid Telecom and Airtel Bangladesh Limited
after Merger and Acquisition”**



“Changes of Human Resource Practice between Warid Telecom and Airtel Bangladesh Limited after Merger and Acquisition”

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Submitted To
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28 February 2013



Letter of Transmittal

February 28, 2013

To
Raihana Mannan
Lecturer, BRAC Business School
BRAC University
66 Mohakhali C/A, Dhaka: 1212

Subject: Submission of the Internship Report on “Changes of Human Resource practice between Warid Telecom and Airtel Bangladesh Limited after merger and acquisition”.

Dear Madam,

With due respect, I would like to inform you that this is a great pleasure for me to submit the Internship report on “Changes of Human Resource practice between Warid Telecom and Airtel Bangladesh Limited after merger and acquisition” as a part of the BBA Course Curriculum.

This report is a summary of the findings from the tasks that I have been assigned to complete. I tried my level best to meet my entire proposed objective within the allotted schedule. To prepare the report, I have gathered what I believe to be the most complete information available.

Finally, I am grateful to you for giving me this opportunity to work on this report which I have considered as a great prospect for me to develop the practical and professional skills through the Internship program.

Thank You.

Yours sincerely,

.....
Saleha Farhaz Aziz
ID- 08104161
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Acknowledgement

At first I would like to convey my deep gratitude to my internship supervisor, Ms. Raihana Mannan for giving me the opportunity to present my Internship Report on “Changes of Human Resource practice between Warid Telecom and Airtel Bangladesh Limited after merger and acquisition”. The officials of Airtel Bangladesh Limited also helped me in providing vital information regarding the concept of Human Resource practice of Airtel Bangladesh Limited. They shared their views and guided me in the preparation of this report. In preparing this report, I have received cordial and sincere assistance from the officials. Some of the officials of Airtel Bangladesh Limited, who were directly incorporated with me, in making this report a true worth are Jafry Shamim, Rafel Hossain, Maruf Mahmood, Farhana Rafiquzzaman. I am thankful to them for furnishing me with proper guidance. Their assistance is gratefully acknowledged. I want to be thankful to my family and friends for encouragement, inspiration and assistance during the whole internship period and also preparing the internship report.



Executive Summary

Airtel Bangladesh Limited is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations under the brand name "Warid Telecom" on May 10, 2007. As an emerging company Airtel is doing extremely well. After the launch of Airtel in Bangladesh, the competition has become more strengthen among the telecom operators. Each of them is fighting to boost up its market share by offering new promotion and benefits to the customers. Since, all of the operators are offering almost same categories of products it has become a big challenge to retain the existing subscribers and acquisition of new customers. At this moment Airtel is trying to reach the customers with various promotional activities and is attempting to make their brand presence felt. Through their significant advances in Bangladesh, Airtel is moving ahead on the track to achieve their goals.

The purpose of making this report was to know about the changes that took place when Airtel took over Warid in 2010. There were lots of rumors of this change from 2008 and it was more like an open secret within the organization that Airtel will merge with Warid. There were lots of tensions that people will lose their job, but Airtel's business model is such that nobody lost their job, instead the IT officials got the chance to work in IBM, Ericsson and Siemens. So the change was good and employees adapted pretty nicely.

However the Human Resource practices of Warid were very firm so employee dissatisfaction were pretty high, but Airtel put a lot of emphasis on employee engagement, so turnover rate in Airtel is almost zero.

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Chapter 1

The Organization



Coverage map of Bharti Airtel across 20 countries



Introduction

Airtel Bangladesh Limited is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations under the brand name "Warid Telecom" on May 10, 2007. Warid Telecom International LLC, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's Bharti Airtel Limited for US\$300 million. Bharti Airtel Limited took management control of the company and its board, and rebranded the company's services under its own **Airtel** brand from December 20, 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010.

Bharti Airtel made a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom and have management and board control of the company. This is the largest investment in Bangladesh by an Indian company. Dhavi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company.

The new funding is being utilized for expansion of the network, both for coverage, capacity, and introduction of innovative products and services. As a result of this additional investment, the overall investment in the company will be in the region of USD 1 billion.

This is Bharti Airtel's second operation outside of India. The company launched its mobile services in Sri Lanka in January 2009 on a state-of-the-art 3.5G network. On July 19, 2007, the company crossed the 1 million customers mark in the first 70 days of operation.

Airtel Bangladesh had 6.345 million subscribers as of March 2012.

Bharti Airtel Limited operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012.



History:

In December 2005, Warid Telecom International LLC paid US\$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.

In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute. Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments. On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are under Warid network coverage meaning Warid Telecom now has nationwide coverage. On December 20, 2010, Warid Telecom was rebranded to Airtel.

On December 21, 2011, Airtel Bangladesh launched "Airtel Circle of Friends", the first ever Interactive Commercial in Bangladesh, created and executed by Digimarka.

Sunil Bharti Mittal founded the Bharti Group. In 1983, Mittal was in an agreement with Germany's Siemens to manufacture push-button telephone models for the Indian market. In 1986, Mittal incorporated Bharti Telecom Limited (BTL), and his company became the first in India to offer push-button telephones, establishing the basis of Bharti Enterprises. By the early 1990s, Sunil Mittal had also launched the country's first fax machines and its first cordless telephones. In 1992, Mittal won a bid to build a cellular phone network in Delhi. In 1995, Mittal incorporated the cellular operations as Bharti Tele-Ventures and launched service in Delhi. In 1996, cellular service was extended to Himachal Pradesh. In 1999, Bharti Enterprises acquired control of JT Holdings, and extended cellular operations to Karnataka and Andhra Pradesh. In 2000, Bharti acquired control of Skycell Communications, in Chennai. In 2001, the company acquired control of Spice Cell in Calcutta. Bharti Enterprises went public in 2002, and the company was listed on Bombay Stock Exchange and National Stock Exchange of India. In 2003, the cellular phone operations were rebranded under the single Airtel brand. In 2004, Bharti acquired control of Hexacom and entered Rajasthan. In 2005, Bharti extended its network to Andaman and Nicobar. This expansion allowed it to offer voice services all across India. In 2009, Airtel launched its first international mobile network in Sri Lanka. Today, Airtel is the largest cellular service provider in India and the fourth largest in the world.



Airtel Bangladesh Limited at Glance

Type	Private
Industry	Telecommunication
Founded	December 1, 2010 (Registration date)
Headquarters	House 34, Road 19/A, Banani, Dhaka 1213, Bangladesh
Key people	Chris Tobit (Chief Executive Officer), Abhay Seth (Chief Sales & Marketing officer), SK Mukhopadhyay (Chief Finance Officer), Rubaba Dowla (Chief Service Officer), Sugato Halder (acting Chief Human Resource officer)
Products	Telephony, mobile telephony
Total subscriber	6.538 million (April 2012)
Revenue	117.213 billion (US\$2.34 billion) (2010)*
Operating income	21.771 billion (US\$434.33 million) (2010)*
Net income	18.282 billion (US\$364.73 million) (2010) *
Total assets	856.142 billion (US\$17.08 billion) (2010)*
Total equity	502.603 billion (US\$10.03 billion) (2010)*
Parent	Bharti Airtel 70% and Warid Telecom 30%
Website	http://www.bd.airtel.com
* All figures include Bangladesh, India and Sri Lanka operations	



Bharti Airtel:

Bharti Airtel Limited is commonly known as Airtel. It is an Indian telecommunications company that operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012. Airtel is the third largest in-country mobile operator by subscriber base, behind China Mobile and China Unicom. Airtel is the largest provider of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television services. It offers its telecom services under the Airtel brand, and is headed by Sunil Bharti Mittal. Bharti Airtel is the first Indian telecom service provider to achieve Cisco Gold Certification. It also acts as a carrier for national and international long distance communication services. The company has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore. Airtel is known for being the first mobile phone company in the world to outsource all of its business operations except marketing, sales and finance. Its network—base stations, microwave links, etc.—is maintained by Ericsson, Nokia Siemens Network and Huawei, and business support is provided by IBM, and transmission towers are maintained by another company (Bharti Infratel Ltd. in India). Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates.

Bharti Group:

Bharti Group was founded in 1976 by Sunil Bharti Mittal. It has grown from being a manufacturer of bicycle parts to one of the largest and most respected business groups in India. With its entrepreneurial spirit and passion to undertake business projects that are transformational in nature, Bharti has created world-class businesses in telecom, financial services, retail, and foods. Bharti started its telecom services business by launching mobile services in Delhi (India) in 1995. Since then there has been no looking back and Bharti Airtel, the group's' flagship company, has emerged as one of the top telecom companies in the world and is amongst the top five wireless operators in the world. Through its global telecom operations Bharti group has presence in 20 countries across Asia, Africa and Europe - India, Sri Lanka, Bangladesh, Jersey, Guernsey, Seychelles, Burkina Faso, Chad, Congo Brazzaville, Democratic Republic of Congo, Gabon, Ghana, Kenya, Madagascar, Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda, and



Zambia. Over the past few years, the group has diversified into emerging business areas in the fast expanding Indian economy. With a vision to build India's finest conglomerate by 2020 the group has forayed into the retail sector by opening retail stores in multiple formats - small and medium - as well establishing large scale cash & carry stores to serve institutional customers and other retailers. The group offers a complete portfolio of financial services - life insurance, general insurance and asset management - to customers across India. Bharti also serves customers through its fresh and processed foods business. The group has growing interests in other areas such as telecom software, real estate, training and capacity building, and distribution of telecom/IT products.

Timeline of Warid Telecom in Bangladesh

- In December 2005, Warid Telecom International paid US\$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.

-In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute.

-Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments.

-On May 9, 2007, Warid in an advertisement in some daily newspaper stated that it would be launching publicly on May 10, 2007. However, no call rate or any package details were revealed. The advertisement included an announcement for the people interested to buy Warid connections to bring the documents like ID card, etc., to the designated franchise and customer care centers.

-On October 1, 2007, Warid Telecom expanded its network to five more districts raising total number of districts under Warid coverage to 56, said a press release. Mymensingh, Jamalpur, Sherpur, Rajbari and Narail towns were covered by Warid network.

-On November 10, 2007, 61 districts under Warid network coverage.



- On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are under Warid network coverage meaning Warid Telecom now has nationwide coverage.

-On December 20, 2010, Warid Telecom was rebranded to Airtel.

Brand Airtel:

Airtel was born as free, a force unleashed into the market with a relentless and unwavering determination to succeed. A spirit charged with energy, creativity and a team driven “to seize the day” with an ambition to become the most admired telecom service provider globally. Airtel has become one of the most preferable brands among the young people in just 12 months of operations in Bangladesh.

3. Vision & Tagline

“By 2015 Airtel will be the most loved brand, enriching the lives of millions.”

"Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company."

4. Airtel Logo



The unique symbol is an interpretation of the „a. in Airtel. The curved shape & the gentle highlights on the red color make it warm & inviting, almost as if it were a living object. It represents a dynamic force of unparalleled energy that brings us and our customers closer. Our specially designed logo type is modern, vibrant & friendly. It signals our resolve to be accessible, while the use of all lowercase is our recognition for the need for humanity. Red is part of our heritage. It is the color of energy & passion that expresses the dynamism that has made Airtel the success it is today, in India, and now on the global stage.



5. Numbering Scheme

Airtel Bangladesh uses the following numbering scheme:

+880 16 N1N2N3N4N5N6N7N8

Where, 880 is the ISD code for Bangladesh and are needed only in case of dialing from outside Bangladesh.

16 is the prefix for Airtel Bangladesh as allocated by the government of Bangladesh.

Omitting +880 will require using 0 in place of it instead to represent local call, hence 016 is the general prefix.

N1N2N3N4N5N6N7N8 is the subscriber number.

6. Product & service Offers

Different people love different things. Someone likes to talk for longer period of time, some people love to talk for seconds, some customers make calls more frequently on a day, and some users talk only on few specific numbers. To cater to all customers needs, Airtel offers both prepaid and postpaid connection to its customers. Moreover Airtel also offers massive value added services to its subscribers.

Prepaid:

- Foorti
- Adda
- Shobai
- Golpo
- Dolbol
- Kotha



6.1 Pre-paid Details:

There are 6 (six) different packages available in one prepaid connection. Customer can switch between the packages on offer. When a user switches from one option to another, the benefits under the previous option will automatically be changed to the new one.

Foorti: To keep customer dancing on their feet all day & night long with the friends, Airtel introduces a new addition to its prepaid package portfolio 'Foorti'. Here, the customer can talk up to 15 hours (12 AM to 3 PM) at the lowest rate in the market.

Adda: Adda package gives maximum FnF and all that at fantastic rates. In this package a subscriber can add up to 8 FnF numbers of any operators. This package is also popular among prepaid subscribers for low on-net tariffs.

Shobai: Recently Airtel brings a revolutionary package 'Shobai' where a customer can select an operator of their choice and make all the numbers of that operator as FnF. They can talk at the lowest rate of 65 paisa/min with any number of that operator by recharging BDT. 65 and that will be valid for next 7 days. If the customer wants to continue this offer their next recharge must be 65 taka within the seven days.

Golpo: If someone loves making long conversations, 'Golpo' package offers with 24 Human Resources flat tariff to any number.

Dolbol: Airtel is proud to introduce “Dolbol” package, a one of its kind offer where a prepaid subscriber can join their own community and talk at the lowest rate of 29 paisa/min within the community members.

Postpaid:

- Airtel Advantage
- Airtel Classic
- Airtel Exclusive

6.2 Postpaid details

Airtel postpaid comes with 3 packages that are designed to furnish to both the professional and personal communication needs.



Airtel Advantage: Airtel Advantage package comes up with attractive benefits for the postpaid users that offers 24 hour flat tariff plan with 5 second pulse. The monthly line rent for this package is Tk 50 and this line rent will be waived if the monthly minimum usage is equal to or more than tk 300.

Airtel Classic: Airtel classic is another exciting postpaid package with 15 FnF facilities, 5 second pulse, low on-net tariff and so on. The monthly line rent for this package is Tk 50 and this line rent will be waived if the monthly minimum usage is equal to or more than tk 300.

Airtel Exclusive: Airtel presents another yet fascinating postpaid package for the high usage customers. Monthly minimum commitment for this package is Tk 500 and therefore, there is no monthly line is charged for Airtel exclusive package. This package offers 25 FnF with 1 second pulse which is the most lucrative benefits for the postpaid users ever.

6.3 Value Added Services

Value-added services (VAS) are popular as a telecommunications industry term for non-core services, or in short, all services beyond standard voice calls transmissions. However, it can be used in any service industry, for services available at little or no cost, to promote their primary business. In the telecommunication industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their average revenue per user (ARPU). For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services. Like other telecom operator Airtel also has introduced a distinct sort of value added services to enhance the level of customer satisfaction. As its vision is to enrich the lives of millions by 2015, Airtel continuously developing unique services so that the customers can obtain better experience just in one connection.

The value added services of Airtel are:

1) Tunes & downloads:

In this category a subscriber can have various caller tune services including gaan bolo gaan pao, cricket caller tunes, and Independence Day special caller tunes. Subscriber can also download games, wallpapers, logo and ringtones, from “www.airtellite.mobi”. Edge/GPRS enabled handsets are required to enjoy this



service. On the other hand, this value added services can be accessed from Airtel menu on the handset thus the subscribers do not need to memorize any short codes.

Caller Tunes: Subscriber can set their favorite songs as your Caller Tunes and play your favorite songs for the callers.

Caller Tunes Offer:

o Bengali- New, Popular, Evergreen, Devotional, Folk & Romantic o International- New & Classic o Hindi - Latest, Evergreen Popular & Romantic

Caller Tunes Subscription can be done by:

- Dialing Caller Tunes IVR “788”
- Sending SMS to 3123, type CT ACT & send SMS to 3123
- webportal: <http://bd.airtel.com> then log into Airtel e-portal -> Caller Tunes
- Airtel STK Menu: Airtel > Self Service > Ring back Tone > Subscribe

Gaan bolo gaan pao: Airtel brings a unique way of searching favorite song to its customers who are tired of searching favorite song. Subscribers simply need to dial 78822 and choose the language of the song they are searching. Then simply utter the name of the song, or movie and keep enjoy few selected songs.

SMS Song Search: Subscriber may also search their favorite song through SMS. Simply type. CTfindSong Name or Singer Name. to 3123. If they entered the Song name, they will find a list of songs with most closely matched song names. If subscriber entered the Singer name, they will find a list of songs from that singer. If the customer wants to see more closely related songs, simply type, CTfindmore and reply to 3123. Then, whichever song is chosen, they need to pick the serial number to set it. After that, the favorite song will be set as Caller Tunes.

Cricket Caller Tune: A subscriber can let the world know that they are the greatest fan of Cricket. Subscriber can dial 78801 & subscribe to Cricket Caller Tunes and let the caller enjoy the live score update while they are waiting for to pick up the phone.



How to do it:

- Simply dial 78801.
- If there is any on-going series, customer will be informed to subscribe by pressing 1.
- Just press 1 & the Cricket Caller Tune will be set.

Note: The Cricket Caller Tune will only play only when there is a live match going on.

Charge: Browsing charge through dialing 78801 is BDT 2/ 60 sec

Searching song through 788 is BDT 2 / SMS + 15 % VAT

Caller Tunes Charges:

Subscription Charge BDT 30/month + 15 % VAT

Song or Tune Charge BDT 10/song + 15 % VAT

2) Entertainment:

Voice Adda:

Voice Adda is a 24-hour voice based service which allows subscribers to dial "3443" and voice chat with friends & strangers alike. It is a place where people can make new friends & talk nonstop on their favorite topics while maintaining complete confidentiality.

Song & greeting dedication:

Airtel presents another exciting VAS "Song Greetings Service" to its customers so that they can gift their favorite songs, music to the loved ones. A subscriber needs to dial 707 from their Airtel mobile to get connected to song greetings voice system. Once connected, they will find two categories of gifts to choose from:

- a. Music Gifts (by pressing 1)



Here, Airtel mobile user can choose from an exclusive library of Bangla, Eastern, Islamic and English songs to send as gift.

b. Greeting Gifts (by pressing 2)

Here, subscriber will find special dedications for birthdays, wedding anniversaries and a variety of personal messages on love, sorrow and much more. An especially unique greeting category is the “Wishes from the Stars”, where subscribers can find greetings on special occasions recorded in the voice of celebrities.

Recording Personalized Voice greeting after the Song/ Greeting After the gift has been selected, the user can also add a personalized touch to the gift by adding their own personal greetings by following the simple voice prompts.

Please note that if no personal greeting is recorded then by default Airtel systems selected greeting will be played.

Airtel dhoom:

Airtel dhoom is a complete voice based infotainment portal. This subscription based service will allow the users to get the updated information on sports, fun, devotional and infotainment categories by dialing the short code 4848.

In entertainment category other value added services are jokes, quotes, recipe, jokes from comedian Kajol, food and dining, mRadio, mchat, etc.

3) Call managements services: Call waiting / call hold, missed call alert, voice mail service, call forward, call divert, conference call, call block, etc.

4) Messaging services: SMS, international sms, mms, mobile email, international mms, wiki over sms, and facebook sms.

5) Data services: Internet, mobile internet, mobile backup, Airtel internet modem.

6) Sports: Cricket update, sports update

7) News and updates: TV news / newspaper alert

8) Astrology: Horoscope, horoscope from professor Howlader



9) Travel: Travel bag, airlines information

10) Finance: Finance information, stock alert-live application, currency info, prize bond draw, stock market info, sms banking and sms insurance.

11) Devotional: Hajj info services, application based namaz time, IVR (Interactive Voice Response) based namaz time, commodity price and traffic update, sms namaz alert, days ayaat/hadith/Allah's name, Ramadan special, prayer/ifter/sehri time.

12) FM radio services: Radio amar, abc radio, radio foorti, radio today.

13) Emergency info: Hospital info, blood bank, police station, fire brigade, ambulance etc.

14) Info services: weather, dictionary, voice portal, time check, science & education, fashion & leisure, ISD/NWD code, BBC-learn English, HSC suggestion.

15) Classified services: jobs alert service, matrimony alert service, property alert, Tuition alert, mbazaar alert, mhealth, Tender alert, binodon news, foreign job alert, etc.

16) Location based services:

i) Vehicle tracking service

A vehicle tracking system combines the installation of an electronic device in a vehicle, or fleet of vehicles, with purpose-designed computer software at least at one operational base to enable the owner or a third party to track the vehicle's location, collecting data in the process from the field and deliver it to the base of operation. Airtel's Vehicle Tracking Service offers minute-by-minute information on vehicles for effective management and easy recovery in case of theft.

Features

- Vehicle tracking information with high level of accuracy
- Track vehicle from cell phone to obtain real time location
- Ability to remotely immobilize vehicle
- Replay movements on maps & draw reports

Benefits



- Improved customer service
- Enhanced security for both driver and vehicle
- Control vehicle abuse & misuse
- Benefit from 24/7 monitoring and incident recovery
- Ascertain the location and status of your car at anytime using web and WAP
- Measure the productivity of drivers and transport managers
- Eliminate logbooks and quickly reconcile disputed job tickets
- Vehicle immobilization and recovery in case of theft
- Peace of mind.

Vehicle tracker subscription tariff: BDT 625 + VAT / month Vehicle tracking device cost: BDT 11,000 (Including VAT). The bundle includes vehicle tracking device and Postpaid SIM card.

ii) Vessel tracking service

The primary objective of this joint effort is to save lives of drowning fishermen and to restore livelihoods of poor coastal fishermen. Such fishermen have been severely affected in recent years due to an increase in the frequency of occurrence of rough sea events. Fishermen need to know whether there will be a potential rough sea event in a foreseeable time frame (for example, in the next 48 hours) any time during the peak fishing season. An advance warning would enable fishermen engaged in deep-sea fishing to avoid being affected, drowned and at risk of losing lives.

Its major advantages are:

Fleet Tracking

All the vessels of the subscribers that will be used for the fishing purpose in to the deep sea will be tracked. Necessary steps will be taken if the signals are missing within the Economic Zone of Bangladesh.

Weather News

Subscribers will be getting weather news update 5 times a day. They will be getting the weather updates through voice communication from the vendor end.



Emergency Help & Rescue Service

Subscribers will be able to get help by pressing emergency switch. In case of the urgent requirement of survival, they will be getting the help from the concern authority.

Roles & responsibilities

Airtel Bangladesh will do the necessary arrangement of networks coverage & telecommunication services in to the deep sea (as per the do ability) throughout the coastal part of Bangladesh. CARE Bangladesh will do the community mobilization mapping & skill enhancement capacity building for reducing the vulnerability. CARE Bangladesh shall also provide the necessary devices to the fishing boat owners but depending on the funding from the donor agencies.

Oxfam/CSRL will provide the weather forecasting 48 hours ahead of time & shall do the policy linkages & marketing communication across the globe.

- International Roaming
- Post paid roaming
- Pre paid roaming
- GPRS roaming
- SMS roaming
- In-flight roaming
- In-bound roaming

6.4 International Roaming (IR)

As the world keeps getting smaller and smaller, we know that communication is no longer confined between the boundaries of our own home. While we are traveling outside the country; we understand the need to stay connected with our family, friends and colleagues back home. To seamlessly carry our words across boundaries, Airtel offers the following

International Roaming Services:

- . Postpaid roaming



- . Prepaid roaming
- . GPRS roaming
- . SMS roaming
- . In-flight roaming
- . In-bound roaming

Subscribers can enjoy roaming services:

- . With over 300 roaming partners across 128 countries and growing
- . Wide GPRS roaming coverage with excellent browsing speed
- . Save up to 45% and more on roaming usage in some specific destinations

With Airtel, no one have to worry about roaming around the world. No matter where in the world we travel, its vast roaming coverage will keep us seamlessly connected. Airtel's International Roaming provides the freedom of using Airtel number when a subscriber travels outside Bangladesh. Airtel empower us to roam anywhere & everywhere around the globe.

A big world requires big coverage and that is exactly what Airtel is all about. Airtel is now bringing the whole world to our mobile phone. Leave the country, see the world, but never lose contact with home.

6.5 Postpaid Roaming

Airtel's postpaid roaming facilities allows to avail all Voice, SMS, GPRS and other VAS facilities with the foreign operators using the existing number when we travel outside Bangladesh.

6.6 Prepaid Roaming

Airtel prepaid roaming service enables a subscriber to go abroad and use their mobile phone to make/receive voice calls and send/receive SMS (depending on foreign operators. capacity). All Airtel



Prepaid subscribers with IR subscription would be eligible to use Airtel Prepaid Roaming services. Airtel's Prepaid Roaming service enables prepaid subscribers to avail prepaid services whilst travelling abroad.

Key features of prepaid roaming:

- . No security deposit
- . No subscription fee for activation of prepaid roaming.
- . Prepaid roaming account can be recharged through an authorized person and email request from home & abroad
- . 24/7 IR hotline number: +8801678600786 (from abroad) / 786 (from home)

Note:

Outbound Prepaid roaming services can only be used in selected international networks depending on Airtel's prepaid coverage list.

6.7 GPRS Roaming

GPRS Roaming is a service, which allows inbound and outbound subscribers, present in the roaming, to use mobile Internet. Subscriber will have access to Internet resources, find latest news, can communicate with near and dear ones through email/ instant messaging & conduct business correspondence. All of these can be accomplished while they are away from domestic network.

GPRS roaming is only available for postpaid customers while they are using IR services.

6.8 SMS Roaming

IR SMS allows a user to stay in touch with its contacts and loved ones via SMS only when they roam around the world. This service gives the option to receive and send SMS when subscribers are abroad, without having to activate voice and other regular VAS services.

In-flight Roaming

Airtel International roaming associates with Aero Mobile to help subscribers explore the sky via Emirates & Malaysia Airlines.



This in-flight roaming service is available for the postpaid subscribers only. It will not only allow a subscriber to make & receive phone calls but also establish a two way SMS communication during flights. This is an innovative way to let our friends and family know exactly where we are.

In-bound Roaming

In-bound roaming service is for those people who come to visit Bangladesh and want to get connected back home. Once the foreign visitors, who are using cell phone of other country have selected Airtel network, they will be able to roam using their own number around Bangladesh. Airtel network will make them feel right at home with its string of services as allowed by their particular home network.

7. Current Market Situation

According Bangladesh Telecommunication Regulatory Commission (BTRC) the total number of mobile phone subscribers has reached 90.636 million at the end of April 2012. It was just 45.21 million by the end of February 2009. The total number of mobile phone subscribers has been doubled within 3 years and it is still increasing significantly. Presently, the cell phone is an integral part of our daily life. Mobile phone operators are continuously offering more value added services to enrich the lives of the customers. At the same time the competition among the telecom companies has reached to the peak level. This situation is compelling the one telecom operator providing the better quality services and keeping the call charge lower than the other operators. Currently, the telecom industry is dominating by GrameenPhone with its 41.65% market share. Egyptian Orascom Telecom's Banglalink retained the second spot. The number of Banglalink users reached 25.008 million and holding 27.59% of total market share. Robi, formerly known as AKTEL, owned by Axiata (Bangladesh) Ltd, remained in the third position with 20.13% market share. The market's late entrant Airtel Bangladesh Ltd is obtaining the fourth position and its current market share is 7.21%. Citycell, the country's first and only CDMA operator remains in the fifth spot with 1.801 million customers. The state-run Teletalk now remained at bottom place with 1.295 million customers.

Total 13: functions combine Airtel Bangladesh Limited workforce. There are:

- Customer Care
- Supply Chain Management
- Network
- Operational Excellence
- Human Resources and administration
- Sales
- Information Technology
- Corporate Affairs
- Marketing
- Legal & Secretarial
- CEO Office
- Corporate Assurance Group
- Finance

8. Organogram of the Organization:

The organogram of Airtel Bangladesh consists of three bands. These are:

- Band
- Band 2
- Band 1

The compensation packages and other facilities for employees of the organization depend on which band they are in.

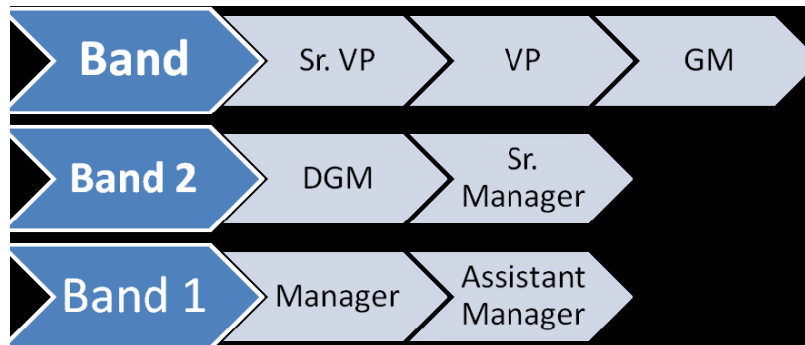


Figure: Organogram of Airtel Bangladesh Ltd.



Without these three bands they also have two more bands. These are:

- Band F, which consists of Senior Executive and Executive.
- Band S, which consists of Senior Officer and officer. Airtel Bangladesh also employees “Young Leaders” under this band who are fresh talented graduates of different universities.

Airtel Bangladesh does not put these two bands in the organogram anymore because they are considering merging these two bands.



Chapter 2



MY JOB:

1. Experiences at Airtel Bangladesh Limited

My journey as an internee in Airtel Bangladesh Limited started on 9th October 2012 and finished on 9th January 2013, though they have extended me for two months more. I worked with the customer solution team that is one the domains of Self service department. There are two types of job are generally executed by the central communication. First one is creative part and another one is operational part. The creative part is involved in working on projects, developing new ways of communications, and some other confidential activities. On the other hand, the operational part is responsible for communications though BTL (Below the line) approach i.e. bulk sms, direct-email, and the commercial web site, etc. and make a strong relationship with customer via decent communication as well as accelerate company revenue. The Self service department of Airtel Bangladesh limited is located in Khilji Road, Shyamoly, Dhaka. My on-site supervisor was Mr. Maruf Mahmood, Executive, Customer solution. My working hour began at 10AM and continued to 7PM. My days in Airtel did not go well for the first few days. Actually I have replaced Farhana Rafiq Uzzaman, Supervisor, Contact Experience. From the joining day I found that every procedure is prepared by computer and there were no paperwork things to accomplish. Fortunately, I was given a desk with a computer on the very first day. However, I did not know that my job would be so tough. Sometime my moments passed by thinking myself that how I would spend the rest of the weeks with lots of tasks. Sitting on a chair for 9 hours with lots of tough job made my life horrible. At last, I have learned my job perfectly and days were getting changed.

My supervisor Mr. Maruf Mahmood provided me some training for two weeks about the tasks that are performed by the customer solution, the procedures to complete the certain tasks, and the criteria that must be followed while doing a particular job. I had to learn to operate different type of tools and software which was essential to execute the particular operation. After that, he gave me some assignments based on my learning. After running each communication successfully, I had to keep a log of the lost calls, all IVR calls, and all Ussd hits details in a Microsoft Excel Sheet. By the end of the day, I had to submit the log file to my supervisor. Apart from my daily duties, I assisted my supervisors at their works whenever it was necessary. As days passed by, I was more attached with Airtel and definitely with my supervisors. I got appraised for many times from my supervisors and that made feel proud that my work was adding significant value to the organization. It is an immense pleasure to me, that I could complete



my internship session in such a multinational telecom company. To me, it was a true corporate orientation. I have enjoyed every moment in Airtel and achieved so many experiences that will absolutely help me to choose my right career path.

2. **My Job Description and responsibilities:**

- Give voice to different IVR (Interactive voice response)
- Gather all the information of IVR calls.
- Keep all the data of call congestion.
- Create PowerPoint presentation.
- Prepare write ups of all updates.
- Keep data of the revenues of every month.
- Data entry of lost calls.
- Prepare Bulk sms schedule.
- Creating effective BULK sms to broadcast.

3. **Findings:**

After working in Airtel Bangladesh I have found out that during Warid time the works of the company were a lot more manual and hard copy based. Airtel had soft copies of every employee now, but it was not like this in Warid. So finding for data when necessary was very difficult then and also time consuming. There used to lots of gap between the boss and their subordinates. Calling bosses “Sir” or “Madam” was absolute necessity, but in Airtel only the CEO and some very senior employees are called sir or madam now.

There is some critics and observation which I noticed throughout my internship program. I have also made some recommendation along with my observation. If some effective initiatives are taken, the internship program could be more helpful for the students and by the same time Airtel could get the most output from the interns.

-Airtel’s corporate office is situated in Banani, Dhaka; Service experience department is housed in Shyamoli, Dhaka; and Sales and marketing department is located in Gulshan-2, Dhaka. For that reason, the system requisition process is lengthy in Airtel due to the location of the office. Airtel should reserve at



least two or three PC in each department. Whenever new workers join, they could start their tasks within very short time and Airtel does not have to waste Human Resource anymore.

-Every procedure is prepared by computer and there are no paperwork things to accomplish. It is required to replace the old configuration's computer with the faster one to boost up working performance and save time. Unfortunately, my computer was the slow one and it consumed more time for processing the data.

-Job rotation is not practiced to the interns. Interns should have given the opportunity to work in more than one function to get involved more with the company.

-During my internship session, I found that the work load was more comparing to the number of existing executives. Working on under pressure for prolonged period may damages stamina of the workers and consequently increases the mental stress.

-The overall treatment with intern in Airtel in terms of behavior was helping, quite good and friendly. Supervisors encourage the interns to accomplish their job properly; also provide help and support on their tasks which is very remarkable.

Chapter 3



PROJECT

1. Summary:

I have selected to work on the change of HUMAN RESOURCE Practices in Airtel that took place after it took over Warid Telecom. So basically this report is about comparison of HUMAN RESOURCE practices between Warid Telecom and Airtel Bangladesh Limited (ABL).

The Human Resource practices in Warid were Recruitment and Selection, Compensation, Training, Performance Management System, Employee Separation.

The Human Resource practices of ABL are Talent Acquisition, Talent Management, Compensation, Performance Management System, Employee Engagement and Employee Separation.

The change in the Human Resource practice took place because of the unique business model that Airtel uses. This model focuses only and solely on two things-customer acquisition and servicing (retention) and business development/expansion. All other functions like hard work, network management, backend applications, VAS, telecom infrastructure are all outsourced. As a result the current number of employees is about 500. The ones who were supposed to be laid off were hired by the outsourced companies instead.

2. Description of the project:

2.1 Objective of the report:

The report is prepared on the “Change of Human Resource practice between Warid Telecom and Airtel Bangladesh Limited after merger and acquisition” with the attempt of getting an in depth knowledge on the Human Resource practice between these two and understand its importance.

2.2 Methodology:

The nature of the report is exploratory and descriptive. The required information is collected from the following sources:



Primary data: Primary data is collected through interview and questionnaires.

Secondary data:

- Internal Sources:** Published documents of Airtel's Website
- External Sources:** Books, Articles, Journals, Newspaper, Web browsing.

2.3 Questionnaire Design

Questionnaire was prepared with both open and close ended questions. The target population was the HUMAN RESOURCE officials of Airtel Bangladesh Limited. The population size is 10, and the sample size is 5.

Limitation:

1. Unavailability of information in some cases.
2. Some respondents of the survey failed to response properly due to their work pressure during the survey.
3. Due to the political unrestness of the country it became a hassle to collect the survey questionnaires.

3.1.4 Scope of the report

This report basically deals with a brief description about Airtel Bangladesh Limited and its product & services as well as mainly focus on the HUMAN RESOURCE practice from Warid Telecom to Airtel. Here no industry analysis is done. There is only detail description of the HUMAN RESOURCE practice.



3.2 Literature review

As my project area is to find out the Human Resource practices from Warid telecom to Airtel Bangladesh Limited, I have gone through different Human Resource related articles and journals published for telecom sector. I have also reviewed various websites, research papers and text books to enrich my theoretical knowledge on Human Resource. It provides me with an idea about the current situation in terms of what has been done, and what I know. Sometimes it includes suggestions about what needs to be done to increase the knowledge and understanding of a particular problem.

The Theoretical Framework has been created with the help of some text books on International Marketing and marketing in general. Text books of marketing such as “International marketing” by Cateora & Ghauri (2006), “International Marketing” by Bennett & Blythe (2002) and On Competition of Porter M. (1998) has been used for this project.

Human Resource, in theoretical review

Human Resource management (HRM) is the management of an organization's workforce, or Human Resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, Human Resource will typically also serve as the company's primary liaison with the employees' representatives (usually a labor union). Human Resources planning, structure and organization are all important to managing human capital -- or, Human Resources -- the most valuable asset in an organization. Aligning Human Resource and business goals, managing talent, improving employee engagement and working together with executive leadership are several key components to Human Resource management.

Human Resource is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further



research, Human Resource now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

In startup companies, Human Resource's duties may be performed by a handful of trained professionals or even by non-Human Resource personnel. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various Human Resource tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of Human Resource, as evidenced by several field-specific publications.

Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in the organization.

The human resources are multidimensional in nature. From the national point of view, human resources may be defined as the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees.

Human Resource Management: Defined

Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programmes relating to human resources to optimize their contribution towards the realization of organizational objectives.

In other words, HRM is concerned with getting better results with the collaboration of people. It is an integral but distinctive part of management, concerned with people at work and their relationships within the enterprise. HRM helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human



resources as contrasted with physical resources. It is the recruitment, selection, development, utilization, compensation and motivation of human resources by the organization.

Human Resource Management: Evolution

The early part of the century saw a concern for improved efficiency through careful design of work. During the middle part of the century emphasis shifted to the employee's productivity. Recent decades have focused on increased concern for the quality of working life, total quality management and worker's participation in management. These three phases may be termed as welfare, development and empowerment.

Human Resource Management: Nature

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully.
- It encourages employees to give their best to the organization.
- It is all about people at work, both as individuals and groups.
- It tries to put people on assigned jobs in order to produce good results.
- It helps an organization meet its goals in the future by providing for competent and well-motivated employees.
- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

For these feature Human resource management has been changed from Warid to Airtel.

Human Resource Management: Scope

After merger and acquisition the practice of Human Resource has been changed from Warid to Airtel.

The scope of Human resource management is very wide.

1. Personnel aspect-This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc.
2. Welfare aspect-It deals with working conditions and amenities such as canteens, creches, rest and lunch



rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. Industrial relations aspect-This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

Human Resource Management: Beliefs

The Human Resource Management philosophy is based on the following beliefs:

- Human resource is the most important asset in the organization and can be developed and increased to an unlimited extent.
- A healthy climate with values of openness, enthusiasm, trust, mutuality and collaboration is essential for developing human resource.
- HRM can be planned and monitored in ways that are beneficial both to the individuals and the organization.
- Employees feel committed to their work and the organization, if the organization perpetuates a feeling of belongingness.
- Employees feel highly motivated if the organization provides for satisfaction of their basic and higher level needs.
- Employee commitment is increased with the opportunity to discover and use one's capabilities and potential in one's work.
- It is every manager's responsibility to ensure the development and utilization of the capabilities of subordinates.

Human Resource Management: Objectives

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure respect for human beings. To identify and satisfy the needs of individuals.
- To ensure reconciliation of individual goals with those of the organization.
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.



- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work life.
- To be ethically and socially responsive to the needs of society.
- To develop overall personality of each employee in its multidimensional aspect.
- To enhance employee's capabilities to perform the present job.
- To equip the employees with precision and clarity in transaction of business.
- To inculcate the sense of team spirit, team work and inter-team collaboration.

Human Resource Management: Functions

In order to achieve the above objectives, Human Resource Management of Airtel undertakes the following activities:

1. Human resource or manpower planning.
2. Recruitment, selection and placement of personnel.
3. Training and development of employees.
4. Appraisal of performance of employees.
5. Taking corrective steps such as transfer from one job to another.
6. Remuneration of employees.
7. Social security and welfare of employees.
8. Setting general and specific management policy for organizational relationship.
9. Collective bargaining, contract negotiation and grievance handling.
10. Staffing the organization.
11. Aiding in the self-development of employees at all levels.
12. Developing and maintaining motivation for workers by providing incentives.
13. Reviewing and auditing manpower management in the organization
14. Potential Appraisal and Feedback Counseling.
15. Role Analysis for job occupants.
16. Job Rotation.
17. Quality Circle, Organization development and Quality of Working Life.

Human Resource Management: Major Influencing Factors

After merger and acquisition HRM of Airtel influenced by following factors, which will work as various issues affecting its strategy:

- Size of the workforce.
- Rising employees' expectations



- Drastic changes in the technology as well as Life-style changes.
- Composition of workforce. New skills required.
- Environmental challenges.
- Lean and mean organizations.
- Impact of new economic policy. Political ideology of the Government.
- Downsizing and rightsizing of the organizations.
- Culture prevailing in the organization etc.

We have conducted the literature search connected to the topic to support and direct the research. This search was mainly conducting on the University databases, Journal databases, Library Journals, websites and Textbooks.

We have searched the databases provided by University library access, like Emerald, Business Insight, ABI/Inform, Global Information Inc (professional Research reports) and search engines like Google scholar and university special search engine connected to all databases and textbooks. The key words mainly used were Bangladesh Telecom industry, Telecom future, Trends in Telecom, Bangladesh telecom Market.

When Human Resource has changed from Warid to Airtel, they have started outsourcing. There are so many journals and articles about outsourcing. In the topic of Human Resource outsourcing, the top and most important argument that comes in discussion is the cost benefit analysis for firing out services which were performed internally (Anderson et al, 1986; Greer et al, 1999; Gupta et al, 1992; Kakabadse et al, 2002; Lever, 1997), and Vining & Globerman (1999) note that empirical data from government agencies outsourcing to private suppliers generated savings in the range of 20-30 % in production costs. Some of the studies from these authors concerns that there should be other factors except cost which should be considered at the time of taking outsourcing decisions. Other factors include vendor customer satisfaction, employee satisfaction and expertise (Barthelemy, 2003) and loss of strategic advantage. Adler (2003) notes that a review by the Granter group listed six factors that are important in outsourcing decisions: dependency risk, spillover risk, trust, relative proficiency, strategic capabilities, and flexibility. The first four of these factors are short term factors, whereas the last two are considered more long term or strategic. However, no clear formula exists that identifies when outsourcing is most efficient and effective. The question arises that what are the situations where the outsourcing is most desirable and under what circumstances an organization should outsource to increase effective performance by its Human Resources. In other words are there internal and external forces that their conductive to HUMAN



RESOURCE outsourcing? If these forces can be acknowledged that they provide some signs relating to the appropriate action to take when outsourcing is being considered. This is especially important science 67% of HUMAN RESOURCE departments outsourced one or more function in 2004 (Bureau of National Affairs, 2004). We especially address the issue of when and under what circumstance does Human Resource outsourcing contribute value to the firm by attempting to identify environmental and organizational characteristics that effect Human Resource performance and how HUMAN RESOURCE outsourcing mediates that relationship.

Another issue that concerns the current outsourcing research is the absence of studies looking of the Human Resource functions in organization. Klaas (2003) develop a framework that helps analyze Human Resource outsourcing factors in small and medium sized enterprise (SMEs) by explicating on the relationship between SMEs and the professional employer organization and Gainey and klaas (2003) analyze Human Resource function specifically in the context of training and development these studies are expectation rather than the rule. This fact is surprising given that many Human Resource function such as pay role, benefits, training, and recruiting are often outsourced by organization (Gilley et al, 2004).

The Human Resource outsourcing Survey Report released in June 2004 found that Human Resource function that are entirely background checking, employee assistance/counseling and Flexible Spending include administration. The outsourced functions include management of health care benefit, pension benefit administration and payroll. Despite these increment in Human Resource outsourcing activities to date the empirical articles on outsourcing Human Resource function focus on the impact of organizational characteristics (Klaas, 2003), the role, the transaction costs (Gainey et al, 2003; Klaas, 2003; Klaas et al, 1999), the relationship between Human Resource departments, size and outsourcing activity (Pommerenke et al, 1996) and the rational and consequence of Human Resource outsourcing, and the time of outsourcing (Greer et al, 1999). The question concerning the appropriate time to outsource HUMAN RESOURCE practices based on the internal and external forces driving the firm to consider outsourcing however is not directly addressed, although Klaas, McClendon & Gainey (1999) come close in their analysis of moderate variables in the relationship between amount of HUMAN RESOURCE outsourcing and perceived benefits from outsourcing. A separate article by Klaas, McClendon & Gainey (2001) also discussed on few organizational characteristics that lead firms to outsource the Human Resource activities but does not consider Human Resource performance as a dependent variable. As such it is necessary to address the question of when to outsource the Human Resource function by looking into the theoretical issue of outsourcing in the literature representing disciplines other that Human Resource to



from a basis for Human Resource outsourcing. However a brief discussion of definitions and Human Resource activities is presented first.

Change of Human Resource Practice between Warid Telecom and Airtel Bangladesh Limited after merger and acquisition

Airtel bought 70% of the market share of Warid Limited of Bangladesh and Airtel started operating in December 20, 2010. The model that Airtel used to change things in Warid is:

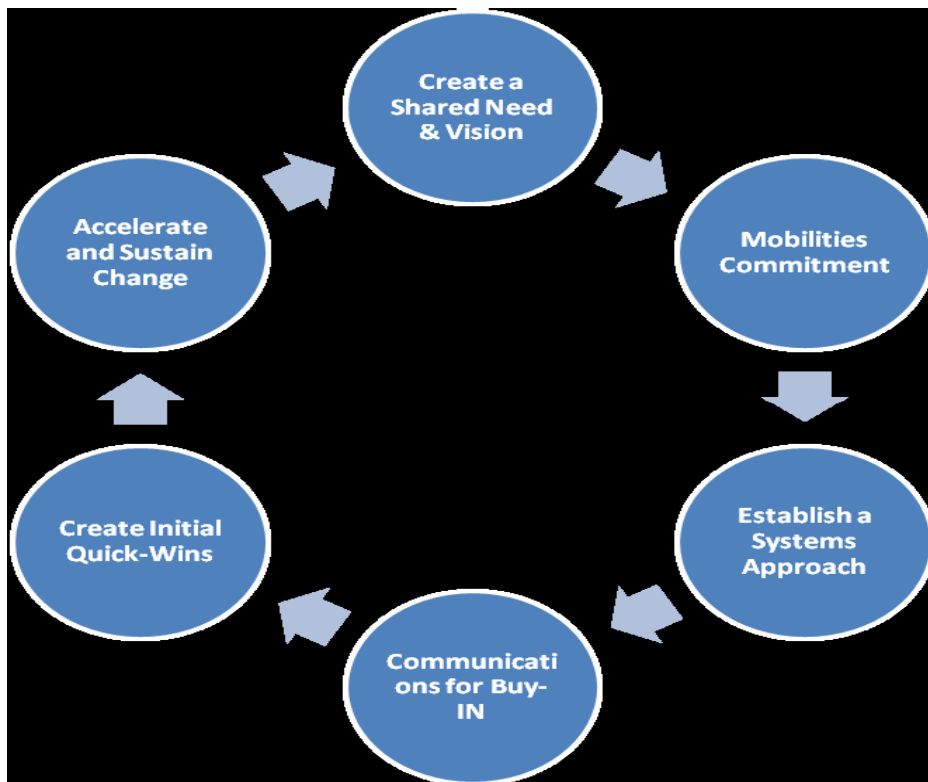


Figure: Airtel Change Leadership Model



The description of this model is given in the following table:

Change Phase	Description
Create a Shared need and a Vision	Understand the as is situation, appoint a change leader and define a vision for change
Mobilize Commitment	Creating buy-in from leadership team and establish a change management team and its charter
Establish a Systems Approach	The focus is to plan for the complete implementation of the change initiative/product using the systems thinking framework
Communicate for Buy-in	Create a communication plan and use right channel of communication to create buy-in from all stakeholder groups
Create Quick-Wins	Implement early wins and communicate to gain momentum
Accelerate & Sustain Change	The focus is on continuous improvement and complete implementation of the change agenda



Human Resource Practices in Warid

1. Recruitment and Selection:

Recruitment and Selection process started with the position activation till the finalization of the candidate and issuance of offer letter. The steps of are:

- Associate Requisition/Position Activation:
 - The vacancy identified by the line manger would be validated through the Requisition form initiated along with the job description.
 - Human Resource Department evaluated whether the vacancy should have been filled and what employment nature (contractual, full time or part time) would be best suited for filling up the vacancy.
 - Any vacancy that needed to be budgeted would have to be approved by the CEO.

- Sources of Recruitment: The sources of recruitment were:
 - Associates working with Warid Bangladesh Limited or Group Companies
 - CV Database
 - Walk-in Interviews
 - Job advertisements
 - Employee referrals

- Screening:
 - Eligible candidates were initially short listed by the line manager within 07 days after receiving CVs.
 - Interview Evaluation Form was used to evaluate the skills, competencies and interpersonal traits of the candidates



- Identification of suitable candidates for final interview would be made based upon recommendations of Divisional Head/Line Manger within 02 days after the interview

- Selection:

- Panel comprising of one BEC member, CEO and GM HUMAN RESOURCE & A would finalize hiring of General Manager, Deputy GM and Senior Manager.

- Panel comprising of CEO, GM HR&A and Divisional Head would interview and select candidates shortlisted by HUMAN RESOURCE for the positions of Manager. Hiring on any position below Manager was finalized by GM HUMAN RESOURCE&A and the concerned Divisional Head.

- Reference/Salary Check:

- Verbal reference checks are mandatory before the hiring of the short-listed candidate.

- Last two salary slips of any prospective candidate if currently/previously employed are compulsory.

- Offer Letter:

- The offer had to be initially negotiated by the respective Human Resource Manager and finalized by the GM HR&A in consultation with functional management where required, depending on the seniority of the role.

- Offer letter after necessary negotiations by GM HR&A or Head of Human Resource would have to be issued within 02 days after final selection that will remain valid for three working days from the date of issue

- Medical Examination: Medical examination for the selected candidate was undertaken before joining of the candidate.



2. Training and Development:

- Need Based Trainings
- Performance and skill inventory are practically used for identifying the training needs in the organizations
 - Summary of skills and abilities of an associate were given in the skills inventory and a comparison was created of what skills an employee possessed and what he required to possess.
 - Both Performance Appraisal and skills inventory were used to help identify training needs.
 - Return on Investment for the Company (ROI):
 - Purpose of investment on trainings was to enhance the skill level and productivity of the employee.
 - Training bond was signed GM HR&A and the concerned trainee.

3. Performance Management System

- Performance appraisal is an important tool of Performance management system.
- Formal assessment of the employees was done twice a year.
- Done to review performance of his/her team members.
- Ensure communication between supervisor and employees
- Identify employee training needs
- Evaluate and reward the performance under Pay for Performance concept.

4. Compensation and Benefits

- Cellular Phone Policy:
 - To maintain accessibility across the company, all the associates of Warid were provided with postpaid connection.



- The official connection was issued by Divisional Head for the series of numbers allocated to the respective division.

- Nearly located Warid Care used to issue the numbers.
- Cellular Phone limits:

Roaming Facility:

Each user was given separate roaming facility.

Facilities of ISD and NWD had been given to all associates

Personal Guarantee (PG) by the associates:

Only permanent employees were served PG connections.

Security Waiver Connections were given to individual connections.

Company Car Policy:

Leave Policy:

There were four types of leaves that the associates received. These were:

1. Annual Leave: Annual leave were entitled for 20 working days
2. Sick Leave: For 14 days.
3. Casual Leave: For 10 days
4. Maternity Leave: Female employees were given 16 weeks maternity leave.

Group Life Insurance Policy:

All associates of the company were eligible for Group Life Insurance Policy.

Following Life Insurance Coverage was provided through this policy:

General Manager: Tk 10 Million

DGM: Tk 7.5 Million

Senior Manager: Tk. 5 Million

Manager: Tk. 3 Million

Assistant Manager: Tk. 1.5 Million

Sr. Exec/Exec/Sr. Officer/Officer/MT: Tk 0.5 Million.

Expense Advance and Reports:

- Company directly settled the travel expense for local travels.



- Divisional Head would examine all expense claims/advances.

Extra-Duty Allowance (EDA):

EDA is paid to those employees who are on essential duties during Public Holidays:

Public Holidays- Tk 500

Festival Days - 1st day (Eid and others) Tk 1000

2nd day (only Eid) Tk 750

3rd day (only Eid) Tk 500

5. Employee Separation:

- Separation during probation period: During the probation period employment were closed by either side, with or without assigning any reason by providing at least one weeks" notice.
- Final settlement process: During the notice period the associate would return all company belongings to divisional head. An exit interview would be conducted by General Manager HR&A.
- Gratuity policy: The purpose of gratuity was to attract and retain employees and motivate them to pursue a long term career with Warid.
 - Repay/Adjustment of Loan/Withdrawals
 - Recoveries of the loan or advance were made from the monthly salary of the employee in 12 equal monthly installments.
 - Interests on such loan were charged at the prevailing FDR date.
 - Termination of membership of the trust: Membership of the trust was automatically terminated or expired on the date of retirement or living the company by any member.



HUMAN RESOURCE Practices in Airtel Bangladesh Limited:

1. Talent Acquisition:

The purpose of Talent Acquisition is Recruitment and Selection. The entire recruitment and selection procedure is done by Talent acquisition. The steps of recruitment and selection of ABL is similar to Warid except for the fact that there was very limited amount of recruitment via reference which is lot more in Airtel Bangladesh Limited. Airtel takes help from Placement offices of different universities which Warid didn't do. So now employee references are more valid and talented fresh graduates are employed directly, so more employment opportunities are being created. ABL takes help from consultancy firms like:

1. Monowar Associates
2. Grow n Excel
3. Human Resource Kites
4. Absolute Solution
5. E-Zone Human Resource Management

These consultancy firms are specialized in sourcing and the source of getting CVs become more. Internal Job Posting (IJP) has been started with Airtel, which was not there in Warid. As a result employees who want to change their job or responsibilities can apply easily.

2. Training Management:

Along with the trainings given during Warid time, three new training has been introduced. These are:

1. Functional Training
2. Leadership Training
3. Competency based Training.



3. Performance Management System (PMS):

The current Performance Cycle is April-March, a review is done in October in Human Resource function, whereas in Sales and Marketing function four reviews are done because their job is more critical and they demand more motivation to stay on the job. All the functions do their performance in April on the basis of some KRAs and give them to Human Resource on May. Human Resource finishes them by May 31st and gives them to all the departments on June 1st. KRAs were not so structured during Warid time but Airtel structured things for better understanding and performance. Usually the feedback is done in 2 steps.

These are:

1. 3 months initial performance feedback.
2. Year end performance feedback.

The KRA of Human Resource are somewhat like Cost minimization of the organization, whereas the KRA of Sales is revenue earning, and revenue targeting.

4. Employee Engagement:

Employee engagement involves fun activities at office on different occasions like Pohela Baishakh, Mother's Day, International Mother Language Day, Valentine's Day, Pohela Falgun etc. Except these there are also engagement activities at work to motivate employees like when somebody does something good they get "Well done" or "Thank you" tag on their cubicle.

5. Compensation:

The compensation structure has not changed from Warid time except for there is nothing called Gross Salary anymore, salary is given in TCTC (Total cost to company) format, which is the international



format followed in the world now. The gratuity period of ABL is 1 year and probation period is 3 months which is the lowest in industry.



Chapter 4



Recommendation:

1. Work pressure of the employees should be reduced by hiring more people and distributing work among them.

2. Airtel depends a lot on Bdjobs.com for getting CVs for Territory Manager, Key Account Manager, Manager Compliance; most of the time good CVs are not found there so then Human Resource takes people from reference which is time consuming, as a result Human Resource cannot meet the demand of different departments in supplying employees as they require.

3. More training can be introduced to improve skills of the employees.

4. Airtel does not verify the original educational documents of the employees, which it should.

5. As Airtel is an Indian company so they put a lot of Indian values at work and decoration of the Human Resource floor of the building which can be renovated.

Conclusion:

Recent research and literature demonstrate in the topic of Human resource management, and studies show that the changes of Human Resource practice directly related to positive organizational and business outcomes.

This study examined the overall changes of Human resource practices from Warid to Airtel Bangladesh Limited. The days of Warid were vastly different than Airtel days, and I have found the latter positive. Where Warid was more rigid Airtel is much flexible in nature.

The research would suggest that in an agency such as the study site, where the workers are significantly engaged, production outcomes would be high and customer service would be exceptional. Just because of the changes everything has become more realistic & more fun. Employee engagement, compensation, performance management system, training & management everything changed in Airtel Bangladesh Limited after merging.

Though every company has some good and bad sides. But Airtel is trying to reduce its bad side and trying to become number one telecom company.



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Appendix



Questionnaire for Internship Report

Dear Respondent:

I am Saleha Farhaz Aziz, student of BRAC Business School. This is the partial fulfillment of my Internship program. This note is to inform you that your information will be kept confidential and will be used for this research only. And the information collected on the research will be used collectively and no individual's information will be given out to any 3rd party. I heartily thank you for your cooperation.

Section A

1. Your Airtel Number (optional):

Male..... Female..... Age: Duration of Usage:.....Year/Month

2. Do you use any other SIM apart from Airtel: Yes No

3. I use Airtel because of _____. (You can choose multiple options for this agreement)

Brand image Cheap rate Low on-net tariff Highest FnF
Value added Services Network availability Voice quality

4. Which of the following services of Airtel do you use? (You can choose multiple options for this agreement)

Caller Tunes Miscall Alert Call Block Service Edge/GPRS
Other _____. I'm not using any services

[Please turn over the page]



Section B

1. How long have you been working in Airtel Bangladesh Limited?

Ans.

2. How long have you worked in Warid?

Ans.

3. Do you think your job profile is benchmarked with the same jobs in the industry?

Ans.

4. How many hours do you work every working day?

Ans.

5. Do you get pressure from your boss to hire anybody in particular?

Ans.

6. How long does it take to take approval for your leave?

Ans.

7. Are you entitled to insurance?

Ans.

Prepared by:

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Intern, Customer Solution

Airtel Bangladesh Limited